

Role: Assistant Strategic Development Manager (ADM)

Directorate: Transport Strategy

Salary Band: Career Grade 6 and 7

Post reference: TS78

**Job Evaluation
Date:** 21/06/2021

Role statement **For the ADM Level 1 Post**

of purpose: To develop and apply knowledge, skills and experience in order to manage Strategic Development interventions; the production of robust transport business cases; and handover for delivery of authorised funded projects and programmes to time, budget and relevant standards in pursuance of Greater Manchester's 2040 Transport Strategy. To specifically manage designated small-to-medium-sized Strategic Development activity (such as developing a rapid transit stop upgrade or elements of a line upgrade) in line with the above.

For the ADM Level 2 Post, additionally:

To specifically manage designated medium-sized Strategic Development interventions (such as developing a new rapid transit stop, or a short line extension) in line with the above. To make changes to techniques, processes and procedures as part of continual improvement, and encourage personal development and nurture relevant skills in less senior team members.

Reports to: Senior Strategic Development Manager (SDM) and / or Strategic Development Manager (DM)

Key Role Outputs (KROs) <i>these set out what must be achieved for the post holder to be successful in the role</i>		Key Actions for the ADM Level 1 post <i>These set out how the KROs will be achieved – the activities required.</i>	Key Actions for the ADM Level 2 post. <i>These set out how the KROs will be achieved – the activities required are in addition to Level 1.</i>
1	Strategic Development proposals (which can be rapid transit proposals and/or growth strategies) are appropriately technically developed to ensure a pipeline of schemes that are ready to be delivered.	<ul style="list-style-type: none"> Assist in defining scheme objectives for each potential intervention on the basis of needs and strategic factors, for example by organising and minuting objectives workshops. Assist in identification and development of appropriate solutions to address the identified strategic need and fulfil the scheme objectives, for example by organising and minuting options workshops. Assist with the management of fit for purpose business cases*, for example by managing schedules of deliverables and organising and minuting deliverable review sessions. 	<ul style="list-style-type: none"> Recommend scheme objectives through analysing the problem, composing logic maps, and liaison with internal and external teams as necessary. Suggest a range of options for appropriate solutions, including liaison with internal and external teams as necessary, and creative thinking. Challenge existing scheme proposals to improve value for money. Review compliance – and recommend actions to take to ensure compliance – with the relevant appraisal and funding guidance (WebTAG, HM Treasury, GMCA, etc.), including liaison with internal and external teams as necessary.
		<p><i>*Business case stages extend from pre-feasibility and Strategic Outline Business Case, through Outline Business Case and TWAO applications for Transport and Works Act Order Powers, to the Full Business Case required to support procurement of the Works.</i></p> <ul style="list-style-type: none"> Assist in the development of the technical, engineering, environmental, operational, rail, highway, modelling, appraisal and costing requirements, for example by organising and minuting requirements workshops. 	<ul style="list-style-type: none"> Keep requirements managed by running a structured process of drawing out, documenting and regularly reviewing requirements, that involves internal and external stakeholders as necessary.

2	Individual Strategic Development proposals are effectively managed.	<ul style="list-style-type: none"> • Draft Project and Programme Management Procedure deliverables (and early-stage Strategic Development versions of these) as requested, including Initiation Documents, Project and Programme Execution Plans, and Gateway submissions. • Manage and continuously monitor specific small-to-medium-sized development studies, projects and programmes (and/or specific aspects of larger ones) to ensure satisfactory progress and consistent delivery – aligned to the agreed outputs and timescales. • Monitor and report on the outputs of multi-disciplinary teams, including internal and external team members. • Manage budgets for specific activities and support the management of overall budgets by record-keeping and analysis to facilitate accurate monthly financial reporting. • Draft procurement documents (such as Requests for Services, Supplier Recommendation Reports and Notices of Engagement) for specific technical, modelling and appraisal workstreams needed to deliver Strategic 	<ul style="list-style-type: none"> • Proactively initiate and review Project and Programme Management Procedure deliverables (and early-stage Strategic Development versions of these) and ensure they are kept up-to-date, including proportionate risk and issue management. • Manage and continuously monitor specific medium-sized development studies, projects and programmes (and/or specific aspects of larger ones) to ensure satisfactory progress and consistent delivery – aligned to the agreed outputs and timescales. Draft outputs and timescales for agreement. • Work with multi-disciplinary teams to ensure the technical, modelling and appraisal deliverables are of sufficient quality to withstand scrutiny at Public Inquiry, as appropriate to the stage of scheme / study development. • Manage the overall budget within a defined area of responsibility and undertake accurate monthly financial reporting for this area. • Liaise with the Procurement Team to manage the whole procurement process for specific technical, modelling and appraisal workstreams required to deliver Strategic Development.
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		<p>Development.</p> <ul style="list-style-type: none"> • Draft detailed task briefs with key deliverables and monitor and report progress on these. • Obtain robust cost estimates for scheme proposals, for example by assembling the relevant technical proposals into packages and liaising with the Capital Commercial team. 	<ul style="list-style-type: none"> • Take appropriate action to ensure performance vs. defined time, cost and quality criteria. • Work with the Capital Commercial team to contribute to improving the approach to cost estimating by managing benchmarking, development of new tools, and value engineering and value management exercises.
3	Techniques, processes and procedures for the overall management of Strategic Development are (i) implemented and (ii) enhanced.	<ul style="list-style-type: none"> • Implement existing techniques, processes and procedures for the overall management of Strategic Development, for example by: <ul style="list-style-type: none"> ○ ensuring that scheme proposals are up to date in the pipeline database, the master programme, and investment pro-formas; ○ coordinating customer and property search enquiries (by triaging, assigning them, and tracking response progress by others); ○ tracking purchase orders, from raising to close-out, as part of day-to-day financial management; ○ organising documents and information in accordance with TfGM project information management standards; ○ drafting risk assessments for workplace activities. 	<ul style="list-style-type: none"> • Enhance techniques, processes and procedures for the overall management of Strategic Development, as part of continual improvement, by: <ul style="list-style-type: none"> ○ recommending changes to the existing techniques, processes and procedures; ○ contributing to the creation of new techniques, processes and procedures for use by others.

4	Internal and external approvals for Strategic Development proposals are (i) identified and (ii) secured.	<ul style="list-style-type: none"> • Identify necessary internal (Functional / Performance / Investment / Executive Boards) and external (TfGMC, GMCA, DfT, TWAO, Network Rail, third party) approvals consistent with current TfGM practices and procedures and support schemes' progress through the appropriate gateway process. • Organise and minute appropriate reviews and lessons learnt exercises at the various lifecycle stages. • Collate and analyse information to support bidding for funds from local and national sources, and draft sections of the bids. 	<ul style="list-style-type: none"> • Obtain necessary internal and external approvals, escalating where necessary. • Initiate and fully participate in appropriate reviews and lessons learnt exercises at the various stages of the lifecycle process. • Contribute to the drafting of bids for funds from local and national sources.
5	Stakeholder relations for Strategic Development are managed (both internal and external stakeholders, such as local authorities, Network Rail, Highways England, HS2 and TfN).	<ul style="list-style-type: none"> • Draft proportionate stakeholder management and communication plans, implement them and track progress against them. • Operate and maintain effective arrangements with stakeholders to communicate progress of projects. • Ensure potential issues and emerging problems are effectively logged and communicated upward. • Attend stakeholder and partner engagement plus statutory public consultation sessions, including ensuring accurate records are maintained of all 	<ul style="list-style-type: none"> • Contribute to the drafting of proportionate stakeholder management and communication strategies. • Establish effective arrangements with internal and external stakeholders to communicate progress of projects. • Contribute to resolving or mitigating internal and external stakeholder issues, escalating where necessary. • Contribute to managing internal and external stakeholder interests and expectations to gain acceptance, setting up the engagement sessions needed.

		engagement.	<p>Improve systems for accurate recording of all engagement.</p> <ul style="list-style-type: none"> • Assist in the procurement and management of specific aspects of major statutory consultation exercises for rapid transit proposals in accordance with the Transport and Works Act Order (TWAO) process.
6	Applied understanding in relation to the areas of work assigned, and personal development effectively managed.	<ul style="list-style-type: none"> • Engage in the full range of Strategic Development activities as and when directed, including: <ul style="list-style-type: none"> - HS2 and NPR Growth Strategies; - new and improved rapid transit stops and stations; - Metrolink, BRT, and Tram-Train extensions; - new and improved Interchanges; - metro network / capacity; - improving multi-modal access to rapid transit (Travel Hubs/P&R) - development of the Delivery Pipeline. • Respond to regular fluctuations in workload and manage competing deadlines, with support. • Actively participate in the assessment of the knowledge, experience and skills gained. • Maintain an up-to-date personal development plan and record / evidence portfolio. • Encourage personal development in others by sharing of knowledge, skills 	<ul style="list-style-type: none"> • Respond to regular fluctuations in workload and manage competing deadlines. • Encourage personal development and nurture relevant skills in less senior team members (such as ADM Level 1, graduates, apprentices and interns within the team) on Strategic Development

		and experience of Strategic Development activities.	activities.
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Compulsory Outputs (COs) <i>these set out what must be achieved for the post holder to be successful in the role</i>		Key Actions for both levels <i>These set out how the COs will be achieved – the activities required.</i>	
C1	Ensure you comply with all applicable organisational legislation and policy:	<ul style="list-style-type: none"> • Data Protection legislation • TfGM Safety Management System • Bus Operator contractual management • Dignity at Work Policy • Information assurance and security in line with Cabinet Office requirements • Risk Management • Equality and Diversity legislation • TfGM Vision and Values • TfGM's Behaviours and Competencies 	
C2	Any other reasonable duties as required from time to time	<ul style="list-style-type: none"> • Including participation in consultation and stakeholder events. • Including attendance at and extended hours off-site working at Public Inquiries. 	

Key Interdependencies

Key Contacts	<ul style="list-style-type: none"> • The TfGM Strategic Development team including the Head, Senior Managers, Managers, Assistant Managers, Coordinators and Graduates, Apprentices and Interns. • TfGM Transport Strategy colleagues in the Policy & Public Affairs, Strategic Planning, Research & Insight, Modelling & Analysis, Innovation, and Freight/Logistics/Environment teams. • TfGM Portfolio Office and Projects Group colleagues such as the Project and Programme Managers, Project Controls colleagues and Assurance colleagues. • TfGM modal colleagues such as Cycling & Walking, Bus, Rail, Metrolink, Highways (including Highways Forecasting and Analytical Services - HFAS, and Urban Traffic Control - UTC). • Other TfGM colleagues such as Legal, Human Resources, Finance, Procurement, Commercial (inc. Estates, Marketing and Design), Asset Management, Information Services (including Surveys, Research, Analysis and Data - SRAD), Corporate Affairs (including Communications, Stakeholder Engagement and Consultation). • External stakeholders such as DfT, GM Districts, GMCA, GMP, GMFRS, Highways England, HS2 Ltd., MAG, Network Rail, TfN etc.
Direct reports	<ul style="list-style-type: none"> • Level 1: none. • Level 2: none, but expected to encourage personal development and nurture relevant skills in less senior team members (such as ADM Level 1, graduates, apprentices and interns within the team).
Budgetary responsibility	<ul style="list-style-type: none"> • Level 1: Specific small-to-medium-sized study, project and/or programme budgets (such as for developing rapid transit stop upgrades or elements of a line upgrade). • Level 2: Specific medium-sized study, project and/or programme budgets (such as for developing new rapid transit stops or short line extensions). <p>In each case as defined by the Head of Strategic Development.</p>

Location	<ul style="list-style-type: none"> TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG – however, agile / hybrid working is expected and TfGM reserves the right to require you to serve at any of the establishments under their administration should the need arise.
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Created by					
Luke Bramwell, 16.04.21	16.06.21				

Person Specification

Assistant Strategic Development Manager – Level 1 and Level 2 Career Grade (Knowledge, skills and experience required at selection stage)			
E	Essential Knowledge, Skills and Experience:	Level Required	
		for both Levels 1 and 2	only for Level 2
E1	Technical Development Experience of proactively managing the technical (planning, engineering, appraisal etc.) aspects of infrastructure / built environment schemes in order to deliver proposals that are robust value for money.	Information gathering, analysing / interpreting data, and problem-solving. Organising and minuting meetings and workshops. Drafting technical deliverables. Microsoft Excel or equivalent to an intermediate level.	Making recommendations on objectives and outputs. Using creative thinking to suggest a range of options. Reviewing technical deliverables, including for compliance with relevant appraisal and funding guidance. Knowledge of requirements management techniques.
E2	Effective Management Experience of developing and delivering feasibility studies, appraisals or projects / programmes to time, cost and quality standard.	Knowledge of project management techniques. Working to tight deadlines and meeting funding and operational targets. Drafting project / programme management deliverables on request. Financial awareness and knowledge of cost management.	Knowledge of project management techniques to successfully manage multiple projects or a programme. Track record of delivering to time, cost and standard. Reviewing and proactively initiating project / programme management deliverables. Knowledge of benchmarking, value engineering and value management.

E3	Techniques, Processes and Procedures Experience of using and improving these.	Experience of implementing techniques, processes and procedures, selecting these from a range of possible approaches.	Initiating new techniques, processes and procedures and improving existing ones as part of continual improvement.
E4	Internal and External Approvals Experience of writing clear and concise reports for understanding and action.	Experience of writing clear and concise reports in a particular technical or non-technical field, for a defined audience. Intermediate level skills in Microsoft Word or equivalent.	Experiencing of writing clear and concise reports, tailored for technical and non-technical audiences as necessary.
E5	Stakeholder Relations Experience of engaging, presenting to and working with / within public sector organisations and stakeholders such as local authorities, Network Rail, Highways England, HS2 and TfN.	Presenting to and communicating with a variety of different parties (which might all be internal). Intermediate level skills in Microsoft Powerpoint or equivalent. Influencing and negotiating, including drafting stakeholder management and communication plans.	Presenting to external parties (which could include public meetings, project exhibitions, consultation events, public inquiries and similar). Proven experience of successful partnership working with a range of external / third parties. Experience of managing projects that impact on the general public and/or other multiple stakeholders.
E6	Applied Understanding	Good knowledge of urban transit modes and interfaces with local and national government policies and strategies.	
E7	Effective personal management Evidence of interpersonal skills (for example: communication, team-working, giving and receiving constructive feedback, personal and / or team development).	Experience of working in partnership and making a positive contribution to workplace teams as team player, with equal ability to work effectively on one's own initiative and without close supervision.	Experience of team development in the form of providing training, guidance and support to more junior members of staff.

D	Desirable Knowledge, Skills and Experience:
D1	Experience of Transport and Works Act process, Hybrid Bill process, or similar relevant statutory planning processes for infrastructure / built environment schemes. This could include: business cases; the procurement, management and coordination of multi-disciplinary consultant teams; or associated technical, design and cost inputs.
D2	Experience of high speed rail, rail, light rail, bus rapid transit and/or park & ride feasibility studies, business cases, planning processes, standards and/or guidance.
D3	Experience of highways and/or rail (HS2/NR) feasibility and planning processes.
D4	Appreciation of highways and/or rail (HS2/NR) design standards.
D5	Experience in the critical review of technical modelling and appraisal deliverables, and assuring their quality, robustness and fitness for purpose.
D6	Experience of funding applications (for example: central government capital and revenue funding; other 3rd party funding sources).
D7	Demonstrable experience against a project / programme management background, directly related to Strategic Development i.e. rapid transit proposals, growth strategies.
D8	Experience of successfully managing multiple projects simultaneously using project management techniques.
D9	Project planning using appropriate software, or an understanding of how to do so.
EQ	Essential Qualifications – Technical, Vocational or educational:
EQ1	Educated to degree level or equivalent.
EQ2	Working towards relevant professional qualification e.g. Chartered Engineer, Chartered Transport Planning Professional, Chartered Project Professional OR clearly able to demonstrate significant, highly relevant, equivalent experience.
EA	Essential Attributes:
EA1	A strong commitment to promoting high quality sustainable public transport in GM.
EA2	A clear commitment to and understanding of the Greater Manchester Transport Strategy 2040, and the contribution expected of you and your colleagues.
EA3	Punctual and reliable.
EA4	Ability to work on own initiative and little or no supervision, with support.
EA5	Professional at all times, particularly when presenting/explaining proposals to external bodies, with personal behaviour in line with TfGM's values - tfgm.com/careers
EA6	Able to work effectively, influence, persuade, negotiate and manage complex interdependencies with a wide range of internal and external colleagues whose work will be impacted by your activities.
EA7	Able to achieve results through others, to deliver a workload with a number of complex strands to required standards and deadlines.
EA8	Competent in adhering to policies, procedures and working practices, as held within an organisation's management system.
EA9	Computer literate with proficiency in the Microsoft Office suite or equivalent.
EA10	Financially aware.

Notes on progression through the career grade

- Progression beyond the bar to the higher grade will depend on both individual competency and whether there is a business requirement to operate at the higher level. It is not automatic.
- Postholders are considered for progression where there is evidence that they meet the criteria.
- Managers should ensure that all employees affected fully understand how career grades work, how they will be assessed and what criteria and levels of performance are required.
- Managers must assess the performance of all career grade post holders on a regular basis, during one to one meetings and at their performance review. Criteria for assessments must be fair, objective and consistent with the career grades.
- A career grade is not related to performance related pay. Progression through a career grade is dependent upon an employee performing against agreed criteria and will be discussed with the line manager. To help the employee progress, training needs should be identified through the performance review process and one-to-one meetings.